

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Shangri-La Corporation

Oregon Manufacturing Extension Partnership

Ark Manufacturing Gets Lean for Assembly of Pet and Horse Tack Products

Client Profile:

Ark Manufacturing is located in Salem, Oregon, and has four employees. The company manufactures horse tack and dog equipment, both leather and nylon.

Situation:

Ark Manufacturing had recently been purchased by the Shangri-La Corporation. Manufacturing processes were very traditional: huge inventories of finished goods and raw materials, many of which were obsolete; products made in large batches; and lead times were very long, generally a few weeks. In addition, the shop had a very poor ventilation system for venting fumes from cutting nylon. The new owners wanted to change these conditions and chose to work with the Oregon Manufacturing Extension Partnership (OMEP), a NIST MEP network affiliate.

Solution:

The solution to Ark's problems began with an assessment that determined there would be substantial gains made by implementing Lean Manufacturing on the shop floor. The first phase was training, which included Principles of Lean Manufacturing and Value Stream Mapping. This was followed by OMEP assisting in the Value Stream Mapping of a current and future state for a product family of single and double ply collars and leashes. OMEP then assisted in the implementation of the new cell that had the beginnings of a new ventilation system which allowed cutting to take place by sewing and assembly operations, previously done in a separate room. Having the cell in place allowed point-of-use storage for raw materials, one-piece flow and make-to-order production.

Results:

- * Abandoned separate cutting room freed up floor space and allowed creation of one-piece flow cells.
- * Point-of-use storage of materials allowed faster product changeovers.
- * Improved delivery time from 2 weeks to less than 1 week.
- * Eliminated inventory of finished goods.

Testimonial:

"Participation in Lean Manufacturing and Value Stream Mapping assisted us in streamlining our operations. We will continue to use this knowledge for continual improvement."

Ms. Roseanne Shrull, General Manager